

DOS reviewed. Unclassified. Release in full

8 : LOC-HAK-431-9-1-2

LSE:

REFER TO DOS

Should I hold?

Any action?

Jock

No
Smyser

No Objection To Declassification in Full 2011/04/2

8 : LOC-HAK-431-9-1-2

No Objection To Declassification in Full 2011/04/2

8 : LOC-HAK-431-9-1-2 ^{DATE}

Washington, D. C. 20520

Special Assistant to the Secretary

Passed info and LSO passed
intended to Seitz: 3/4/74

No Objection To Declassification in Full 2011/04/2

8 : LOC-HAK-431-9-1-2

d Active view

8 : LOC-HAK-431-9-1-2

DEPARTMENT OF STATE

Washington, D. C. 20520

Special Assistant to the Secretary

LSE:

Smyser's interests for his next
assignment are at present limited
to the

No Objection To Declassification in Full 2011/04/2

8 : LOC-HAK-431-9-1-2
--- Vienna (He realizes he has little chance with this one)

--- Bonn

--- Madrid

--- Paris (He realizes he has little chance with this one)

Smyser speaks the language in all these posts and knows Vienna and Madrid particularly well. He knows also that the DCM's in these places have been at post for some time and are ripe for replacement.

Do you have a readout on Vienna?

Is there any one post in particular that you want me to press on for Smyser?

AA

No Objection To Declassification in Full 2011/04/2

8 : LOC-HAK-431-9-1-2

Washington, D. C. 20520

Executive Assistant to the Secretary

Inyer - assignment

Hi

No Objection To Declassification in Full 2011/04/2

8 : LOC-HAK-431-9-1-2

1. Dem *

AA - see me.

Me

Tony Jay - Miami
Reception Center

8: LOC-HAK-431-9-1-2

Washington, D. C. 20520

*Hold
action*

Executive Assistant to the Secretary

✓
LSE:

Smyser is campaigning quietly to exit from the NSC this summer and 1. No Objection To Declassification in Full 2011/04/2

8: LOC-HAK-431-9-1-2

He reports that he has advised HAK that his two years at the NSC will be up this coming summer and has asked him for an appointment to discuss his future. HAK apparently checked the "see me" slot but—as is usual when faced with an uncomfortable personnel decision—has since avoided Smyser.

Dick wants you to know of his interest in departing the NSC and of his apparent difficulty in getting HAK to focus on it. He asks that if you have a chance, you might mention his interest to the Secretary. He asks also that you keep your eyes open for any suitable senior appointments. (Dick is interested specifically in the Deputy slot at USEC. He will however be happy to entertain any other ideas).

Smyser's rationale: he is no longer needed as EA is ably handled by Habib,

AL

WS
RS

December 17, 1973

No Objection To Declassification in Full 2011/04/28 : LOC-HAK-431-9-1-2
Dear Henry:

You were generous the other day to speak of my assignment, which I had not then planned to raise with you. As I had told you earlier, I would ultimately like to return to a State Department rejuvenated under your stewardship, or would like to help with the rejuvenation. But it took me only forty-eight hours at the NSC to realize that there are many things that can now only be done from here. Besides, I had told you I would go where you wished.

What I did want to discuss, and still will, is which of my responsibilities here you consider most urgent. In the meantime, I shall go ahead on my own. I plan to concentrate on Japan, Indochina, Indonesia and such crises as may arise. I also think we need to develop some general concepts of what we want in Asia over the next three to five years. I believe Asia is doing well in its adjustment to the new world and to our new policies. Better, in fact, than Europe. But we need to look ahead to see where we should concentrate our effort, and we need to keep the bureaucrats from interpreting our policies to suit their preferences.

I am much more concerned about the National Security Council staff as a whole than about my own situation. As I told you the other day, you really have only two choices: you can either have a strong NSC staff or you can have none.

The greatest danger now is that the NSC staff will collapse quickly while the State Department improves slowly, if at all. You will be left with no effective mechanism.

The State Department is not helping you or the NSC. It is trying to capture you at the same time that it is trying to exclude us. We cannot rely on State for memcons and reports. For example, we have still not received all the memcons of your Japan visit, and got what we did only by repeated efforts. We are getting greater resistance on clearances as well. The press, with some prompting, is helping by its stories that the NSC staff is now out of things.

No Objection To Declassification in Full 2011/04/28 : LOC-HAK-431-9-1-2

Half a dozen good people have left or are leaving the NSC. Soon only a few senior staffers capable of independent initiatives will remain. Some are already receiving offers that appear more tempting than before. There is simply no way to keep serious people here if they feel frustrated or isolated. It is not a career service in which people have reason to stay on through a drought. As good senior staffers leave, others lose effectiveness because in an age of inter-dependent issues nobody can work without reliable cross-consultation.

I would urge you soon to make several new and notable appointments to the NSC staff in order to reverse the psychological drift. This will not be easy. There is greater political risk over here, and right now there is a distinct sense of swimming against the tide. But we must make an extra effort.

I would also urge you to make sure that your NSC people play a role in all your travels and meetings, including some at the Department. It helps a great deal with the foreign governments and with the bureaucracy, as well as over here.

My assignment is not a problem, but the state of this staff is fast becoming one.

As always,



P. S. As for how to make the State Department become effective, I attach an old Pennsylvania story (enclosed).

Once upon a time there was a farmer who owned a plot of several acres. He knew that there was No Objection To Declassification in Full 2011/04/28 : LOC-HAK-431-9-1-2 families, and that he had to leave the land to one son while the other sought his fortune elsewhere.

One morning he called in his sons. He gave each a plow rusty with age and neglect. He told them that he would give his land to the one who did a better job of polishing his plow by nightfall.

One son took his plow to a nearby village, where he bought some sandpaper and steel wool and set to work. By sundown his plow glistened.

The other son called two horses and attached his plow to them. He then plowed all day.

You need not ask which plow was more shiny, and which son thus got the farm.

No Objection To Declassification in F
ull 2011/04/28 : LOC-HAK-431-9-1-2

.R. Smyser

CONFIDENTIAL

No Objection To Declassification in F
ull 2011/04/28 : LOC-HAK-431-9-1-2

The Honorable,
The Secretary of State

12/7